



King County

King County Employee Survey - 2012

Department Results and Analysis
King County Elections



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for King County Elections from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help King County Elections as they target their responses to these data.

Key Findings

- Elections employees are more positive about almost every item measured in this survey. Employees are highly engaged, proud to work for King County, and overwhelmingly would recommend the County as a good place to work.
- On a broad range of key questions, Elections employees provided only positive or neutral responses; for these questions, there were no negative responses. Of particular importance is that these questions are ones that are central to employees' experience of the work environment and their overall engagement. Questions receiving no negative responses include those related to: pride in working at King County, willingness to recommend King County as a good place to work, the mission and goals of the department, and customer service.
- Employees are largely satisfied with their supervision and performance communication. They feel very connected to the mission, vision, and values of their department and feel personally connected to their role in helping Elections achieve its goals.
- Employees are very connected to the guiding principles in the King County Strategic Plan and think Elections is very focused on both customer service and continuous improvement. They feel their department is professional, results-focused, and service-oriented.
- Elections employees report much more positive perceptions of their supervisors and their management than King County employees overall. Of particular interest is that, unlike employees from many other groups, Elections personnel feel their managers communicate openly and honestly and are visible as strong leaders.
- Only about half of Elections employees report receiving performance appraisals, even though most are supposed to receive them on an annual basis. Those who receive an appraisal are much more positive about performance communication in general and specifically about recognition and clarity of direction. This suggests that supervisors may be using performance appraisals for core business communication, increasing the value of the event. It might also mean that those employees who do receive a formal appraisal also have supervisors who provide feedback on a more regular basis. However, it might also suggest

that supervisors are not communicating about core employee needs (recognition for good work and clarity of direction) outside of the performance appraisal. These findings require additional discussion and possible intervention by Elections leadership.

- Compared to 2009, Elections employees report higher satisfaction and are much more positive about customer service issues and continuous improvement. They are also more positive about their degree of connection to the mission and goals of Elections overall.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics.

STUDY MEASURE	OVERALL AVERAGE	ELECTIONS AVERAGE
Organizational Identification	4.09	4.41
Personal Capabilities	3.87	3.93
Customer Service	3.80	4.34
Mission and Goals	3.76	4.35
Professional Development	3.68	3.88
Respect	3.66	3.94
Employee Engagement	3.59	4.00
Tools and Resources	3.51	3.86
Teamwork	3.48	3.80
Supervision	3.42	3.89
Guiding Principles	3.41	4.16
Performance Communication	3.36	3.31
Continuous Improvement	3.14	4.06
Management	3.00	3.83

Elections’ scores are higher than King County overall scores in almost every area measured in the study.

Elections personnel are much more positive in their perceptions of County guiding principles and of continuous improvement efforts.

Overall employee engagement is much higher at Elections; employees also report higher satisfaction with supervision and management.

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

ELECTIONS SURVEY RESPONSES

Elections Employees: 78

Elections Surveys Received: 49

Elections Response Rate: 63%

Elections received 49 surveys for an overall response rate of 63%, which is high enough to provide confidence that these results represent perceptions for Elections employees overall.

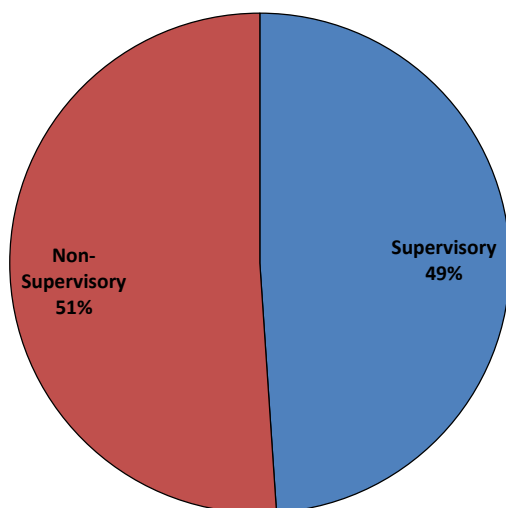
MISSING DATA

Elections employees provided input on almost all questions with between 0 and five employees not responding to questions. The average missing response rate is less than 5%.

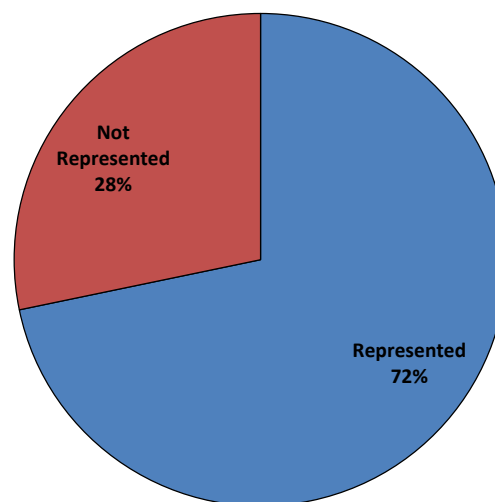
RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

Following are pie charts that describe the make-up of survey respondents.

PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE



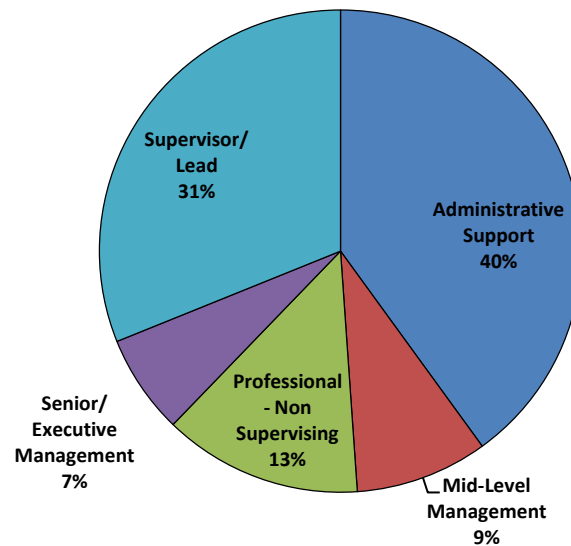
PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION



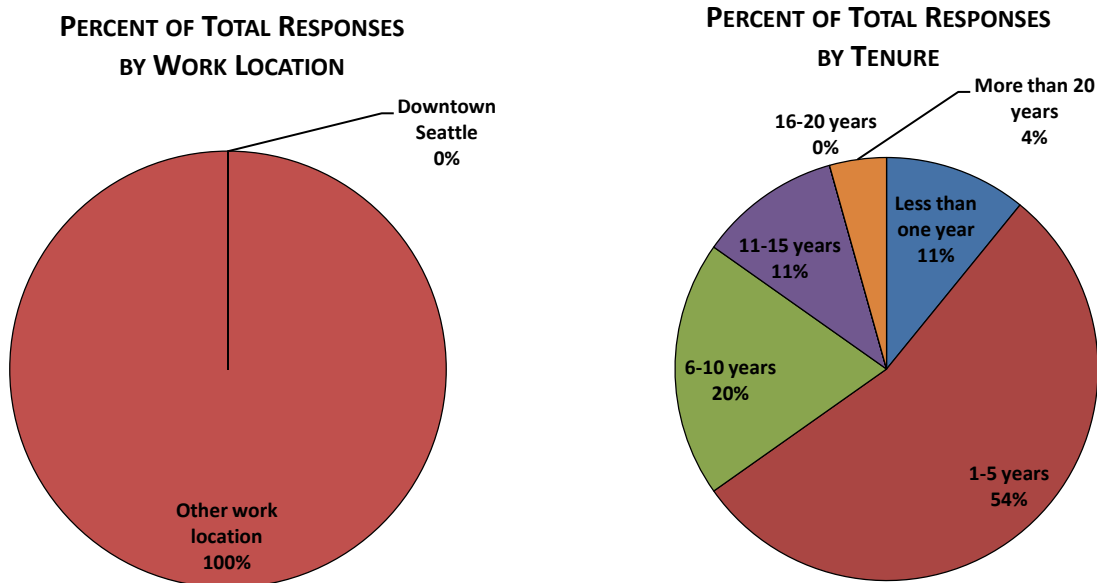
Respondents are split between supervising employees and non-supervising employees. Additional analysis reveals that supervisory employees are somewhat more positive about survey measures than non-supervisory staff, with larger differences in perceptions of continuous improvement and the implementation of County guiding principles.

Approximately one-fourth of Elections respondents report that they are not represented by a union. Because most employees are represented, it is difficult to make demographic comparisons.

**PERCENT OF TOTAL RESPONSES
BY JOB DESCRIPTION**



The chart above reports responses from different positions at King County. The majority of respondents identify themselves as “Administrative Support.” While differences in perceptions across positions are not large, supervisors and senior/executive management report slightly higher scores.



With the exception of new employees who represent a very small percentage of respondents, responses are fairly evenly spread out across tenure categories. Not surprisingly, new employees are much more positive than other employees with almost every measure in the study. Those with between one and five years of tenure and those with more than 20 years of tenure are also more positive than are those employees with between six and 20 years.

2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. Elections employees report being more positive than they were in 2009.

OVERALL SATISFACTION

2012 Average: 4.17

2009 Average: 3.60

Elections respondents are more satisfied with their jobs. They are more familiar with their department's mission and goals and believe those give direction to their work. Of particular interest is that Elections employees are much more satisfied in every aspect of customer service measured in both 2009 and 2012.

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.60	4.17	+0.57
I would recommend King County as a good place to work.	4.16	4.31	+0.15
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	4.04	4.19	+0.15
My work contributes to the success of King County government.	4.60	4.58	-0.02
I am familiar with my department, division, or agency's mission and goals.	4.24	4.58	+0.34
My department, division, or agency's mission and goals give direction to my work.	3.88	4.32	+0.44
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.56	3.75	+0.19
I have a clear understanding of what is expected of me in my job.	4.20	4.23	+0.03
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.92	3.83	-0.09
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.64	4.17	+0.53
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.96	4.61	+0.65
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.78	4.11	+0.33
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.68	4.20	+0.52

Note: Δ = positive or negative change in the average between 2009 and 2012.

Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Overall Results

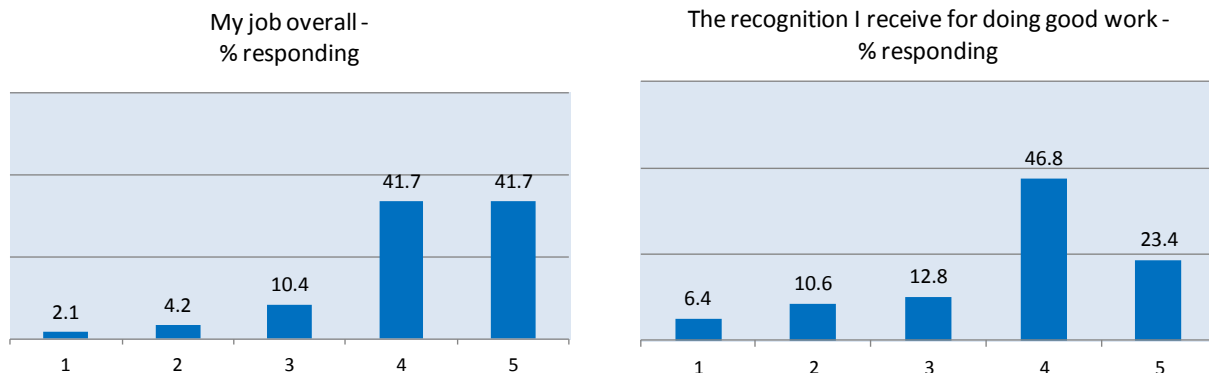
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are more extreme or if they trend toward neutral.

OVERALL JOB SATISFACTION

These questions were designed to provide summary information about employee perceptions based on common indicators of employee well-being. Elections employees are very satisfied with their jobs. Employees are positive about the recognition they receive, though lower than their satisfaction score. They are quite positive about every other question measured in this section of the survey, which accounts for the department's high employee engagement score.

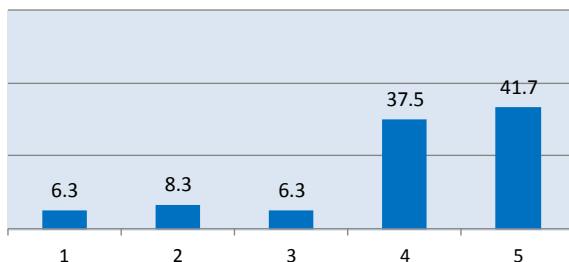


The majority of Elections employees are satisfied with their jobs, with more than 80% reporting positive to very positive ratings. More than two-thirds of employees are also satisfied with the recognition they receive, with a very small percentage reporting very negative perceptions.

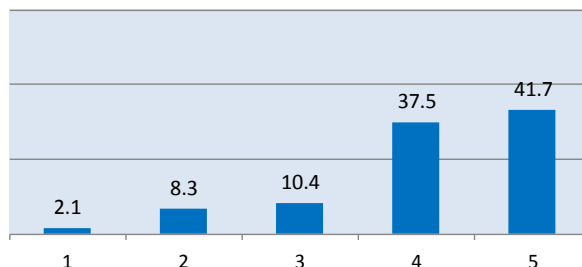


Elections employees think their work is challenging and they are satisfied with the supervision they receive, with more than three-quarters providing positive perceptions in each area.

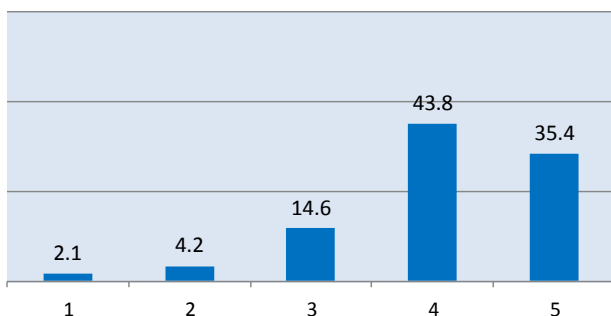
The level of challenge in my work -
% responding



The supervision I receive -
% responding



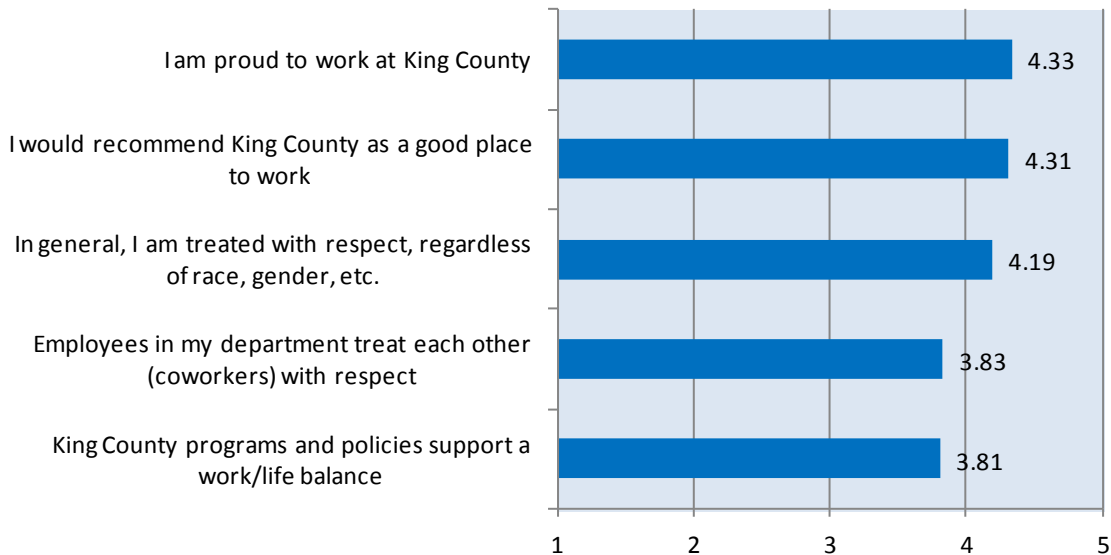
The resources provided to do my job -
% responding



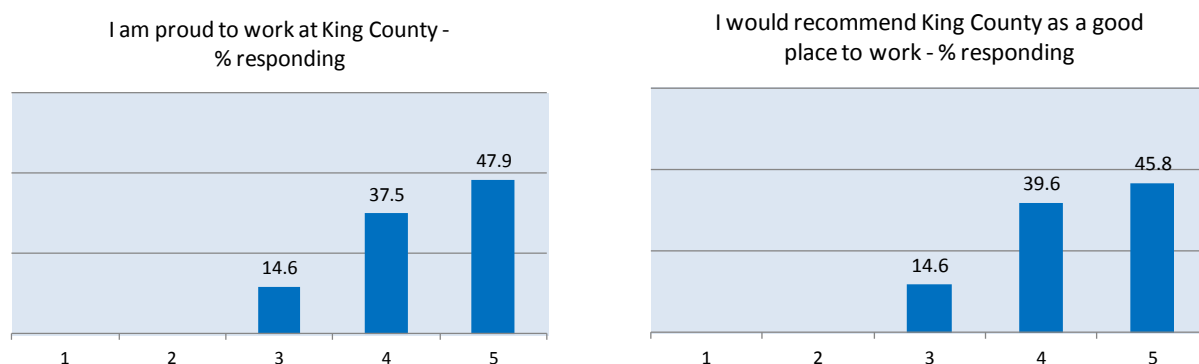
Elections employees also feel more adequately resourced than other departments in the County, with almost three-quarters of respondents answering this question positively.

WORK ENVIRONMENT²

Questions in this section measured employees' perceptions of the work environment as a positive place in which to work. King County Elections employees are overwhelmingly proud to work at King County and would definitely recommend King County as a good place to work. They report mostly positive perceptions of respectful treatment with regard to race, gender, and other demographic categories but are somewhat more moderate in their perceptions of respectful treatment from coworkers. King County Elections respondents are also more moderate in their perceptions of work/life balance.



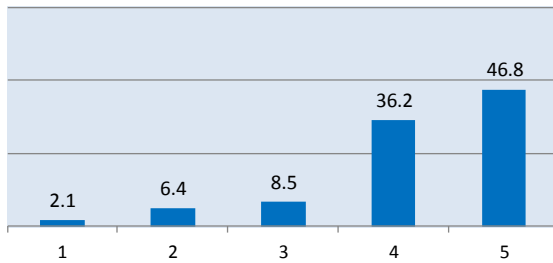
The distribution charts reveal that there are no negative responses reported regarding employees' pride in working at King County and in their recommendation of King County as a good place to work.



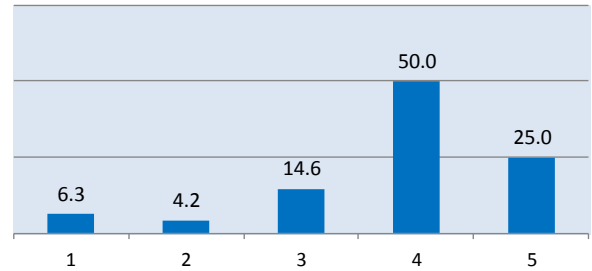
²Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

Elections employees are mostly satisfied with respectful treatment in the workplace. While fully three-quarters report positive perceptions of respectful relationships among coworkers, the difference in this score from the rest in this section may warrant discussion by leaders as to causes and possible intervention for the remaining 25% of employees.

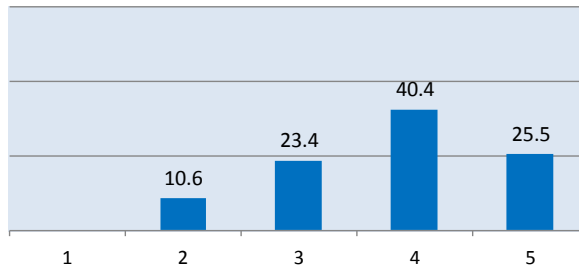
In general, I am treated with respect,
regardless of my race, gender, etc. -
% responding



Employees in my department treat each other
(coworkers) with respect -
% responding



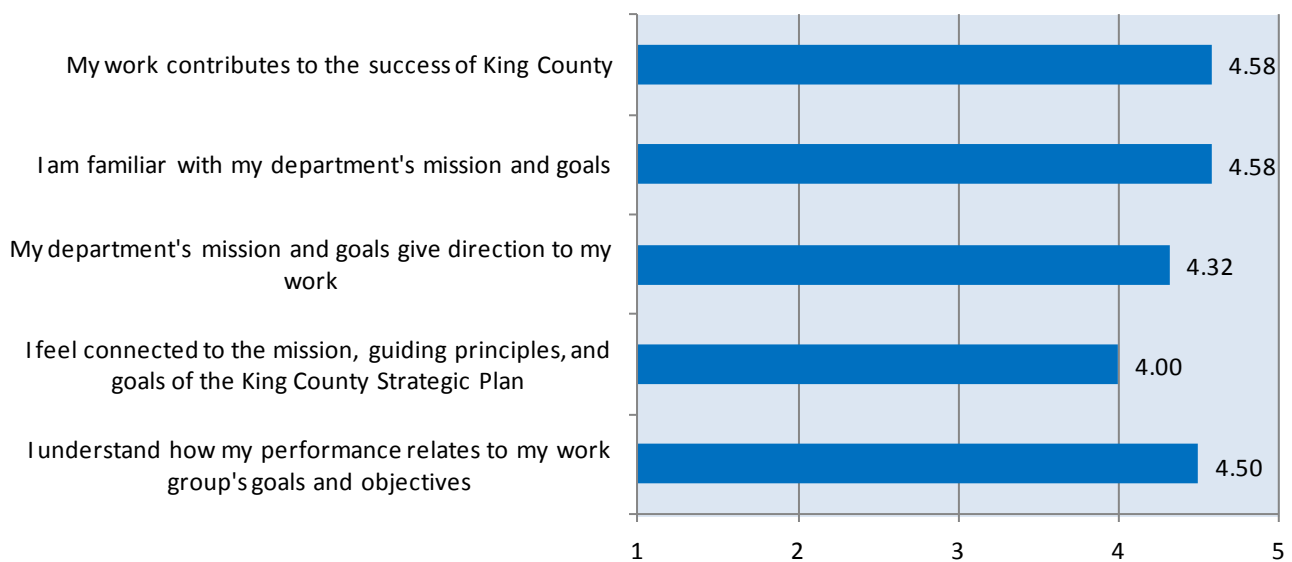
King County programs and policies support a
work/life balance -
% responding



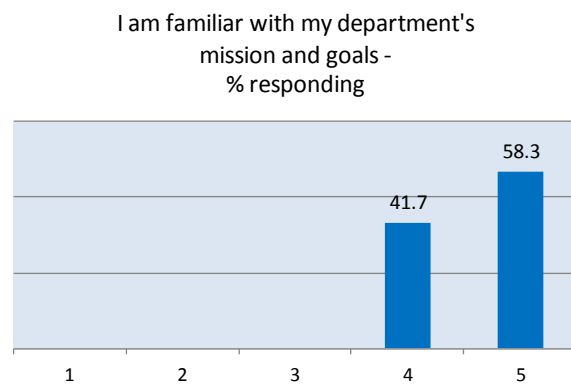
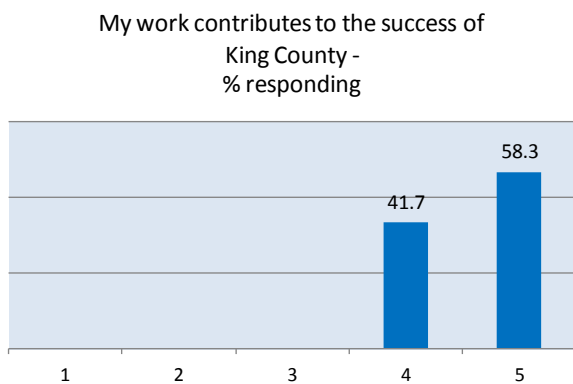
Two-thirds of Elections employees believe King County supports a work/life balance. Of note, however, is that one-third of employees report neutral to negative perceptions in this area. However, this does not seem to have adversely impacted employee satisfaction or pride in working for King County.

MISSION AND GOALS

This section of the survey measured employee's perceptions of both the mission and goals of King County and their department/vision, as well as their perceptions of how their work is valued and goal-directed. King County Elections respondents report positive to very positive perceptions regarding their department's reflection and implementation of County-wide mission and goals when compared with data collected from employees across King County. They feel that their work contributes to the success of King County and report strong familiarity with the department's mission and goals. However, while still positive, respondents are slightly more moderate in their perceptions of connectedness to the mission, guiding principles, and goals of the King County Strategic Plan.

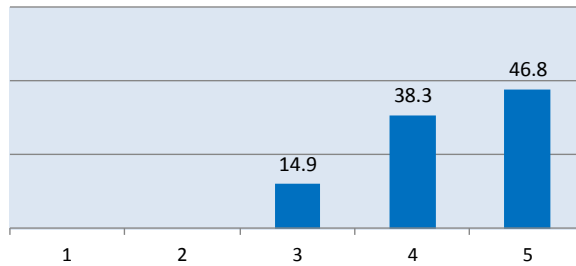


All employees in the Elections department believe their work contributes to the success of King County and are familiar with Elections' mission and goals.

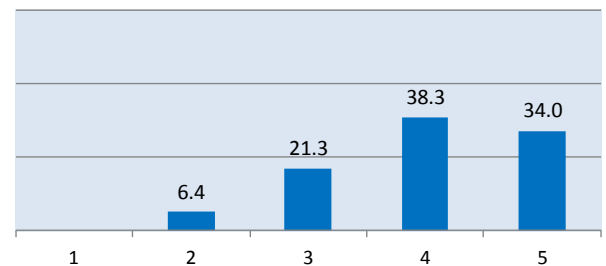


Elections employees largely believe that the mission and goals of their department give direction to their work, with only 15% offering a neutral response. While most employees feel connected to the mission and principles of the King County Strategic Plan, just over one-quarter of employees report more neutral to negative responses.

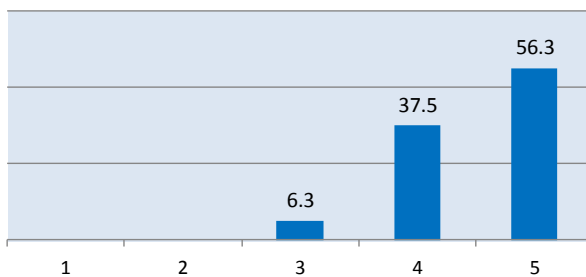
My department's mission and goals give direction to my work -
% responding



I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



I understand how my performance relates to my work group's goals and objectives -
% responding



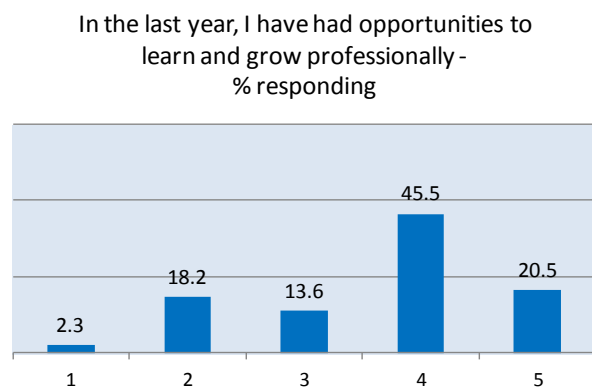
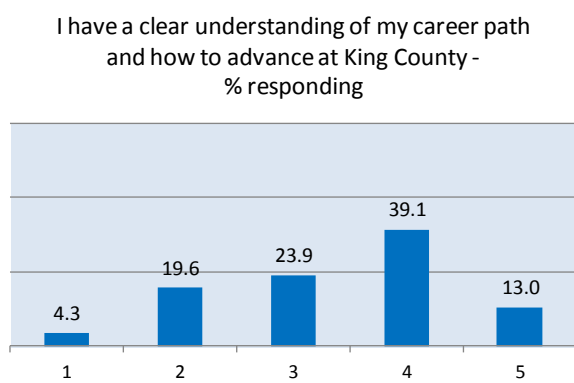
Finally, Elections employees have a solid understanding of how their performance relates to their work group's goals and objectives.

PERSONAL DEVELOPMENT AND ACHIEVEMENT

Questions in this section measured King County Elections employees' perceptions of how they are supported to perform to their highest capacities. The questions received somewhat lower scores than other categories. Employees are moderate in their understanding of how to advance in their careers at King County and report that they have not had many opportunities to learn and grow professionally. Employees are also moderate in their perceptions of the amount of training opportunities provided by the County. However, employees overwhelmingly feel they are personally responsible for keeping their knowledge and capabilities current and would take advantage of training opportunities when offered.

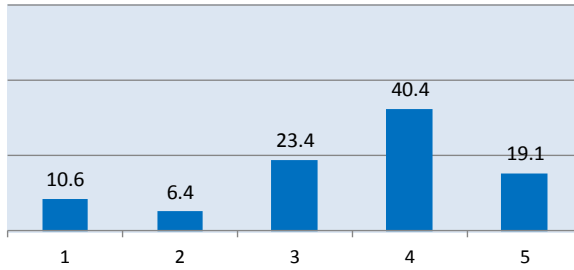


These distribution charts illustrate the mixed perceptions regarding employees' understanding of career advancement, with almost half indicating that they do not clearly understand advancement opportunities. Two-thirds of Elections respondents report that they had opportunities to learn and grow professionally.

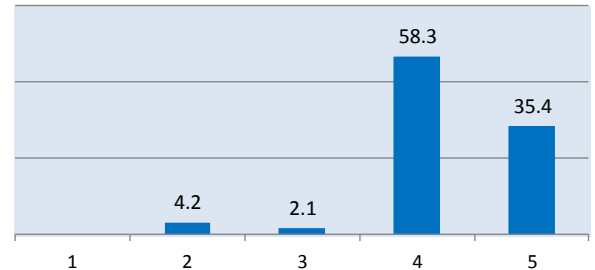


Approximately 40% of Elections employees do not believe that King County supports training for employees. However, the vast majority feel personally responsible for keeping their knowledge and abilities current, and take advantage of opportunities when possible.

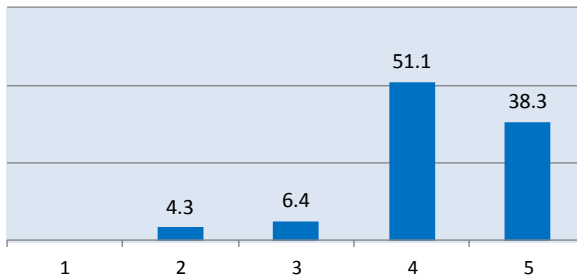
King County supports training to help employees perform effectively - % responding



I feel personally responsible for keeping my knowledge and capabilities current - % responding

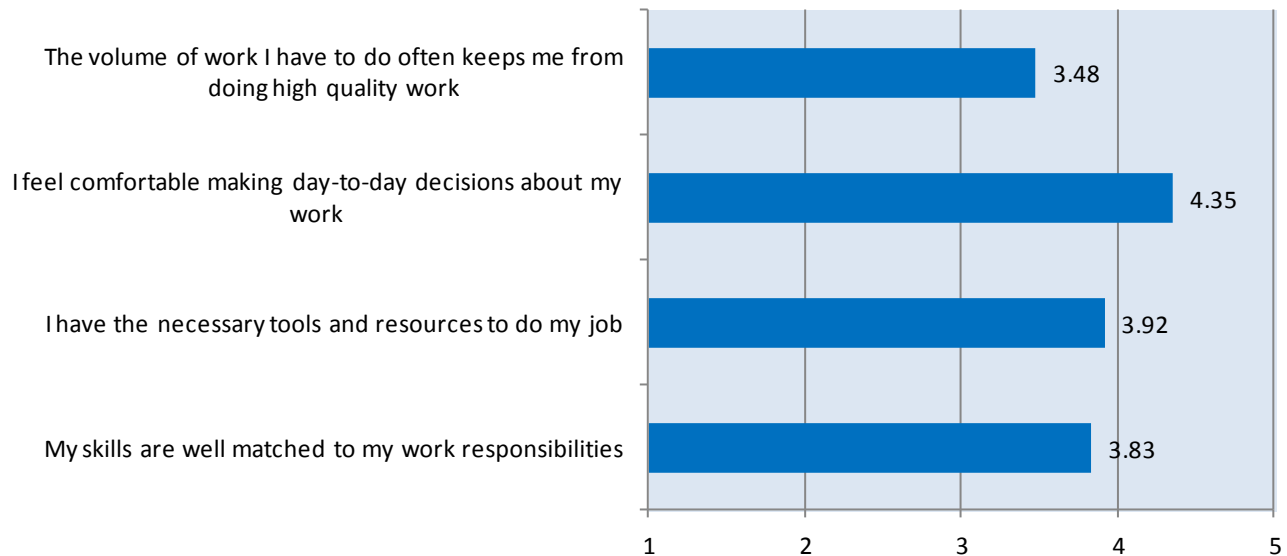


When available, I take advantage of training opportunities - % responding

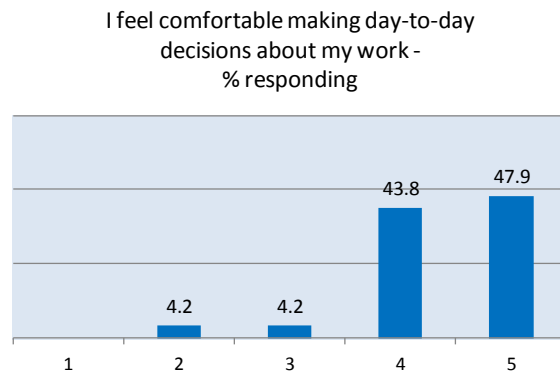
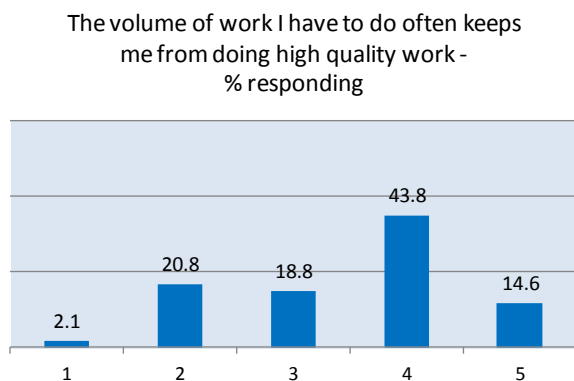


RESOURCES AND DECISION-MAKING

Employees in King County Elections are moderate in their perceptions of work volume, but more positive when compared to King County employees across departments. Respondents feel very comfortable making day-to-day decisions about their work. Employees also provide mostly positive perceptions relative to having adequate resources for job performance and employee skills being well-matched to work responsibilities.

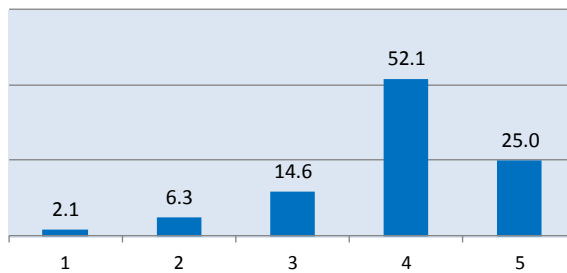


The distribution charts illustrate that many employees in King County Elections have less positive perceptions of work load, with approximately 40% offering neutral to negative ratings in this area. However, it should be noted that these scores are higher in this department than for most others at King County. Additionally, the vast majority of employees feel very comfortable making day-to-day decisions about work, with almost half reporting very positive perceptions.

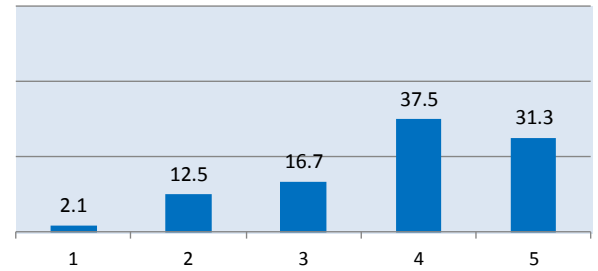


While respondents are largely positive about adequate resourcing, almost one-fourth of respondents reported neutral to negative perceptions. Most Elections employees feel that their skills are well-matched to their work responsibilities; however, these perceptions are slightly less positive than for many other departments. While overall satisfaction and engagement are still high, Elections may look to these core areas of personal control and capabilities as areas to seek further enhancements of the work environment.

I have the necessary tools and resources to do my job -
% responding

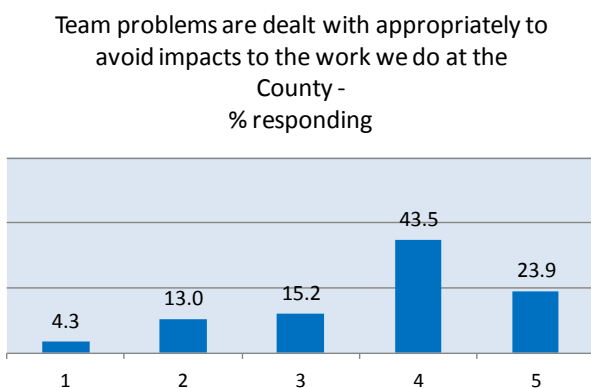
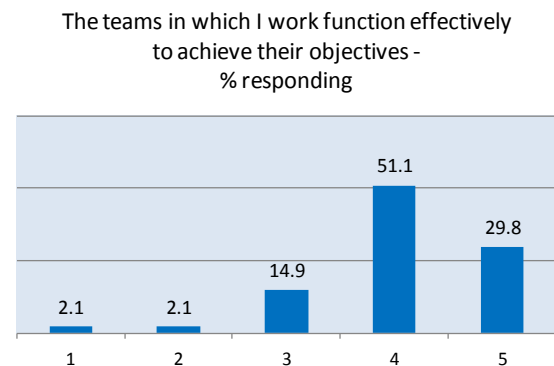
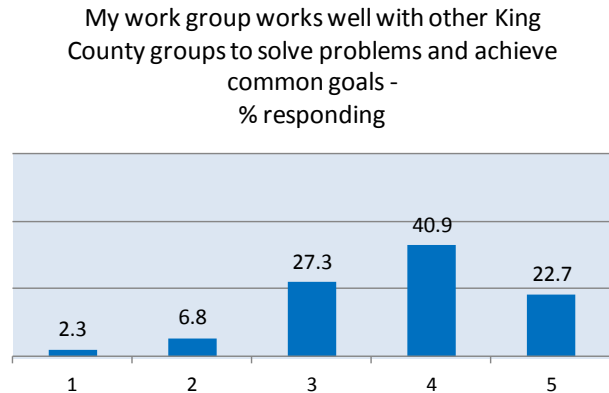
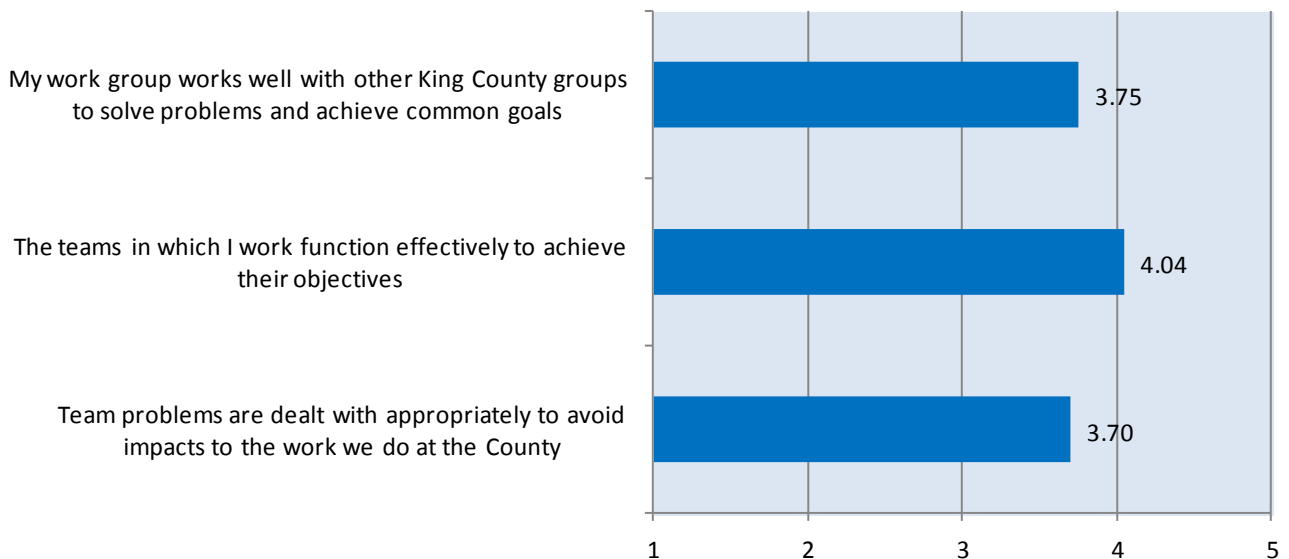


My skills are well matched to my work responsibilities -
% responding



TEAMWORK

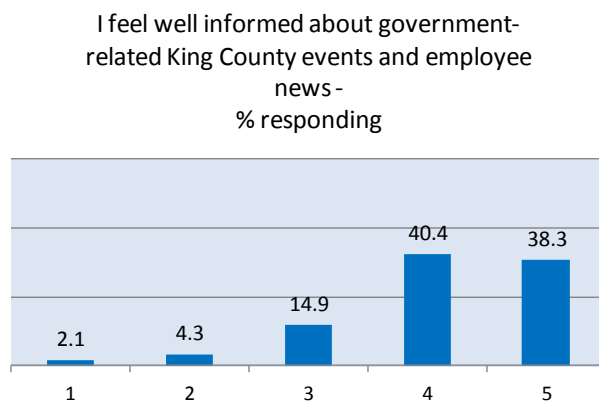
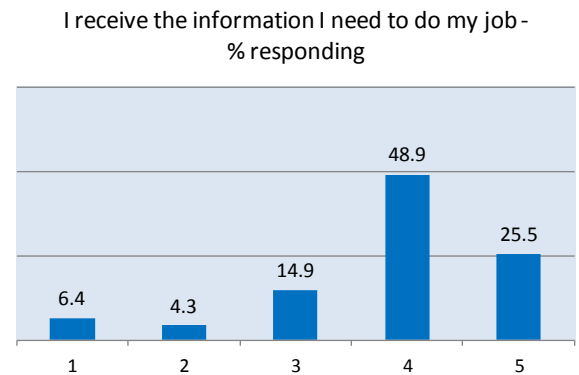
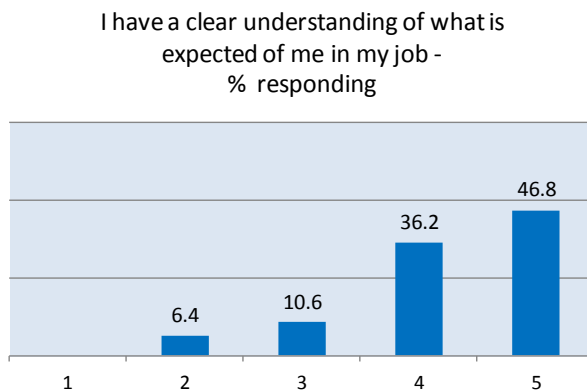
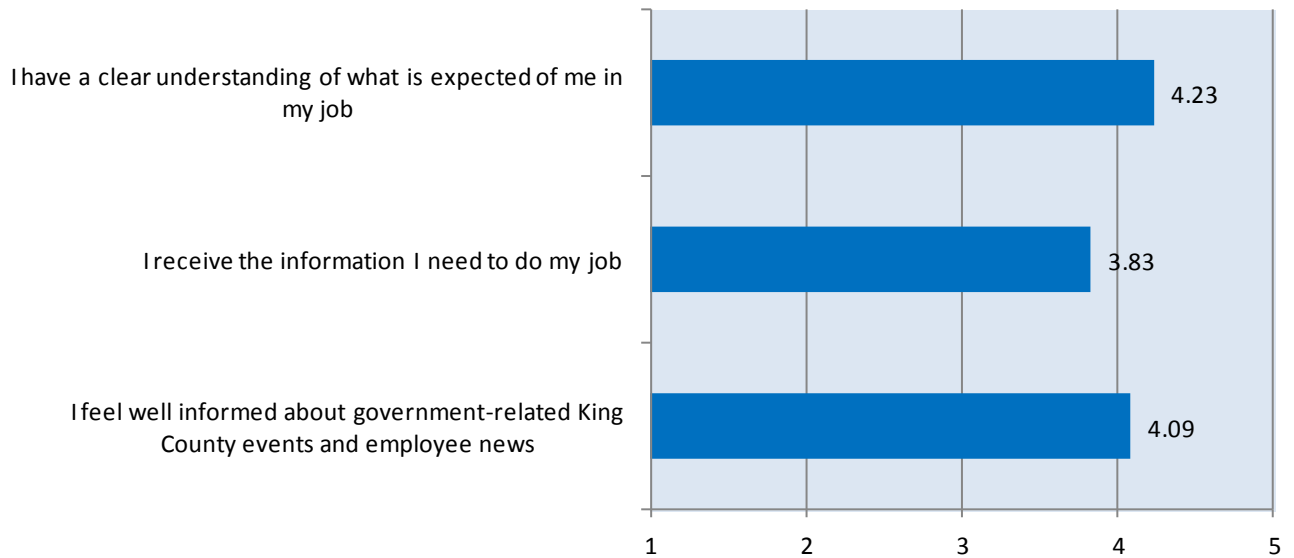
Employees in King County Elections report positive perceptions of teamwork in their work groups, with the most positive perceptions related to teams functioning effectively to achieve objectives. Respondents are the least positive about how team problems are dealt with to avoid impacts to work.



Elections employees believe work groups work effectively with others, with one-third providing more neutral responses. Employees strongly believe that their own work groups work effectively to achieve objectives. More than two-thirds believe team problems are dealt with appropriately, but the higher number of negative responses for this question may require some further discussion or investigation to avoid future impacts.

COMMUNICATION

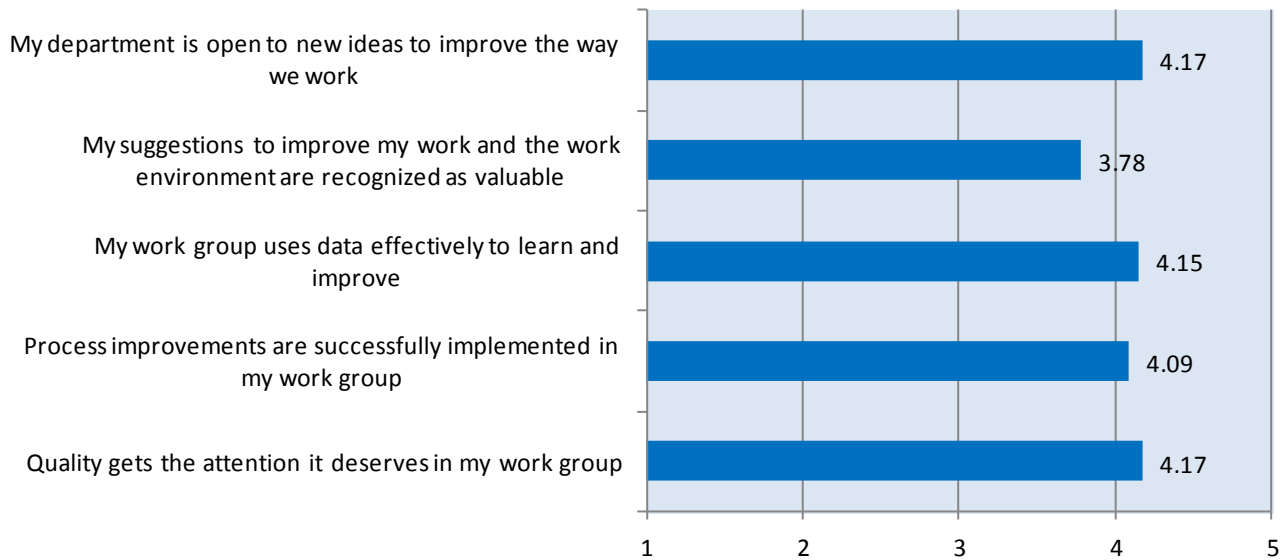
Employees in King County Elections report having a clear understanding of job expectations and feel very well-informed about government-related King County events and employee news. Additionally, they are also fairly satisfied with the adequacy of information they have for optimal job performance.



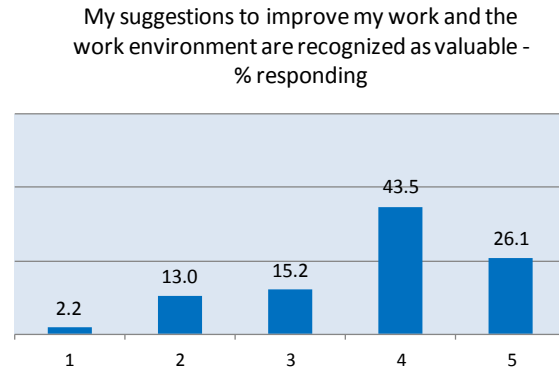
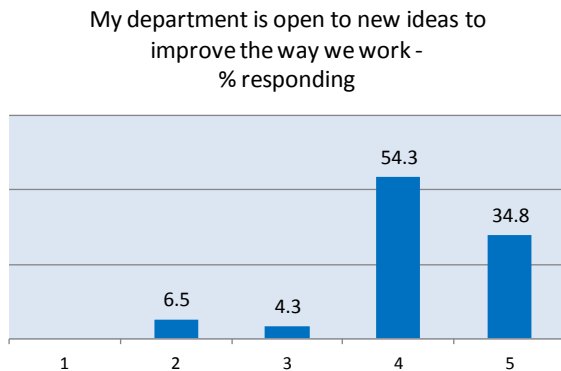
These distribution charts illustrate that most employees in King County Elections are positive about departmental communication. Approximately 80% have a clear understanding of job expectations and feel well-informed about government related news and events. Asked if they had enough resources to complete their jobs, most say that they do.

CONTINUOUS IMPROVEMENT

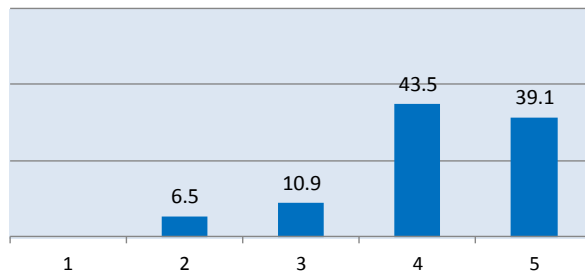
Perceptions of continuous improvement in King County Elections received positive scores, with scores significantly higher than those collected from King County overall across all items. Some employees are more moderate as to perceptions of how their suggestions for improvement are valued.



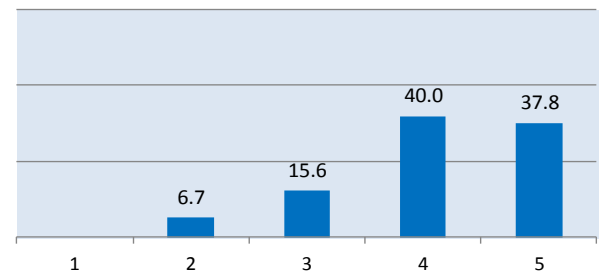
The distribution charts demonstrate that employees in King County Elections are satisfied with the department's efforts to continuously improve. Approximately 80% of respondents report that the department is open to new ideas. While the average is still high it should be noted that when asked if their suggestions to improve both work and work environment were recognized as valuable approximately 25% report neutral to negative perceptions.



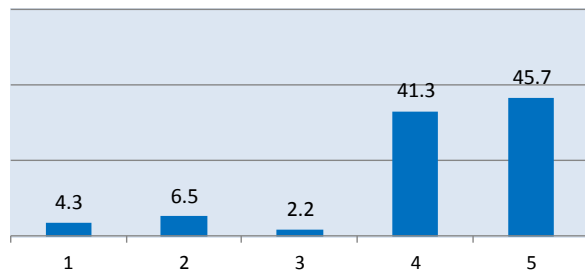
My work group uses data effectively to learn and improve -
% responding



Process improvements are successfully implemented in my work group -
% responding



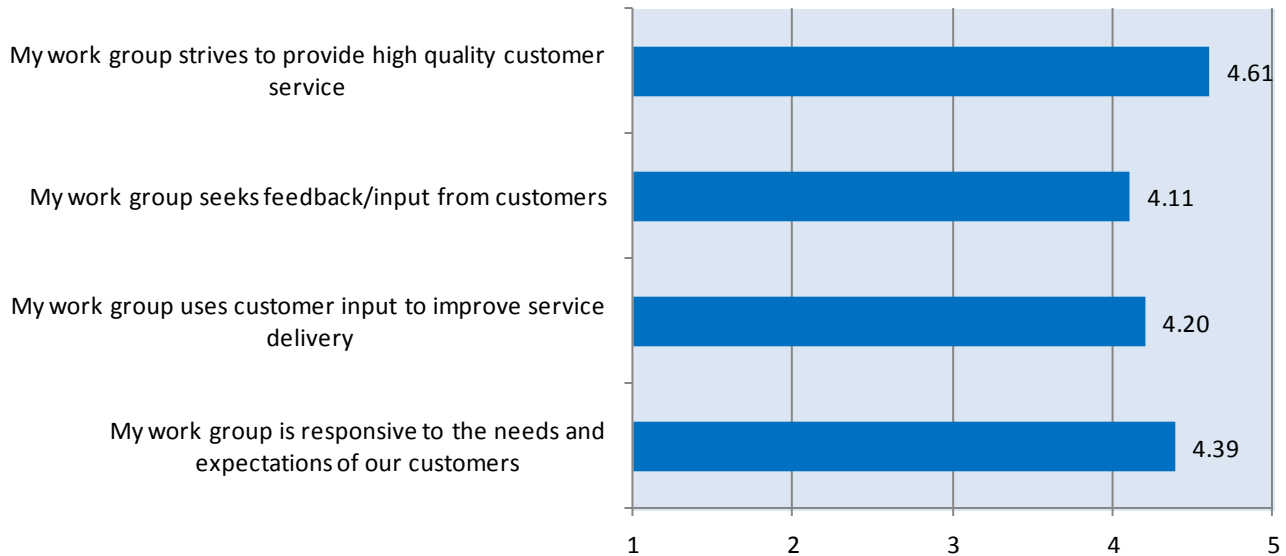
Quality gets the attention it deserves in my work group -
% responding



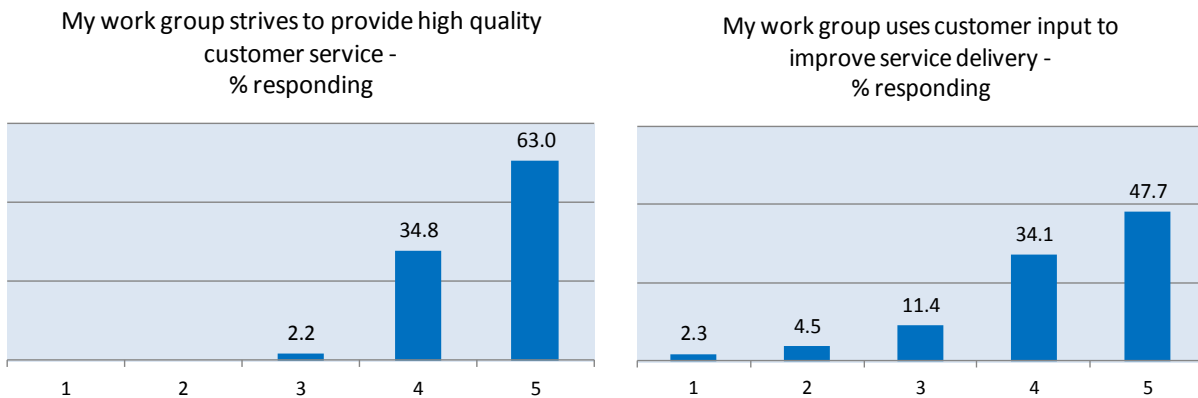
Elections employees think their groups use data effectively to learn and that work groups successfully implement process improvements. The vast majority of employees believe their work groups give quality the attention it deserves

CUSTOMER SERVICE

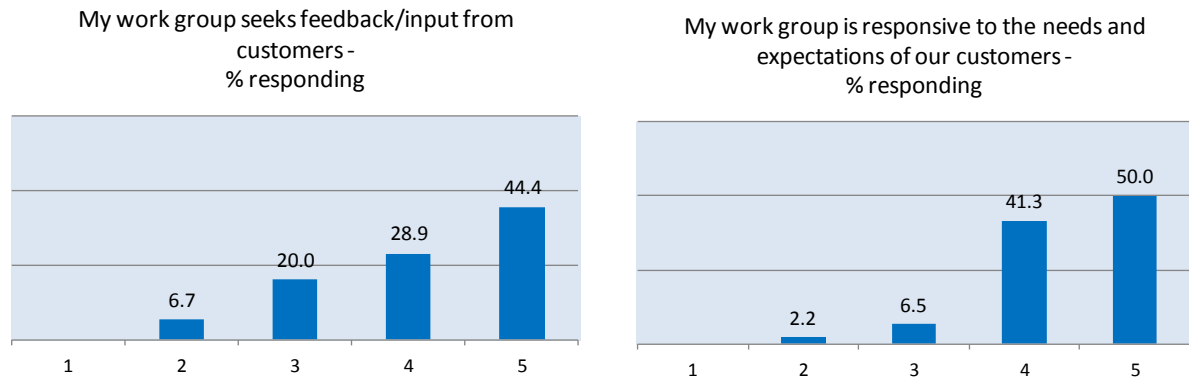
Employees in King County Elections are extremely positive about key aspects of customer service, with higher scores in this area than for employees in King County overall.



Elections employees overwhelmingly believe their work groups strive to provide high-quality customer service with 97% reporting positive responses. Most employees (over 80%) believe their groups use customer data to improve service delivery.

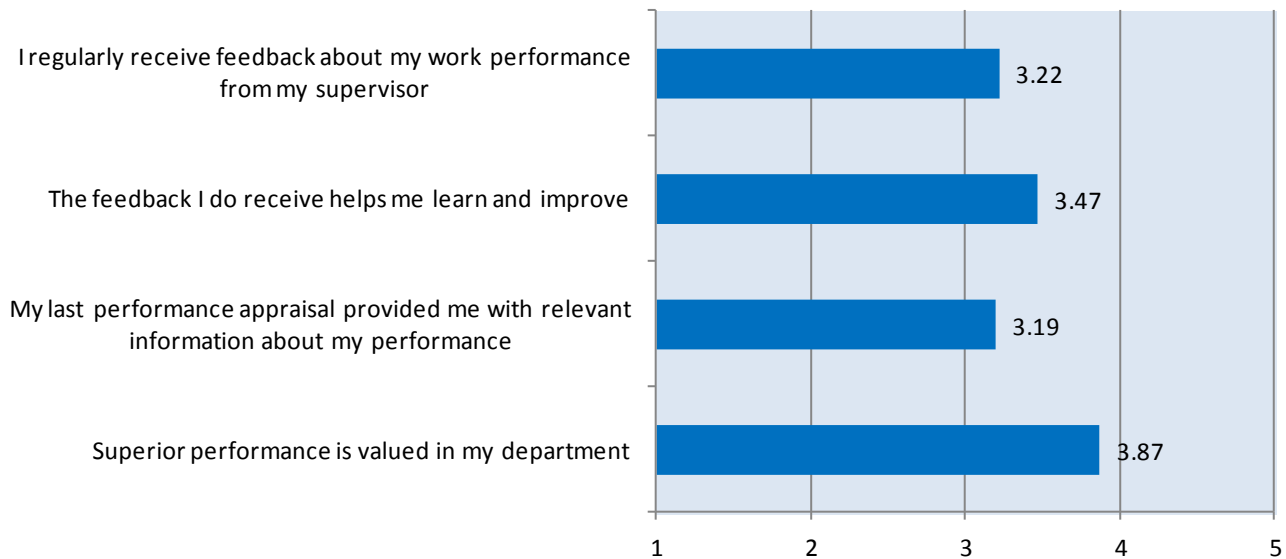


Employees are somewhat less positive about the extent to which their groups seek customer feedback, but almost all employees believe their work groups are responsive to the needs and expectations of customers.



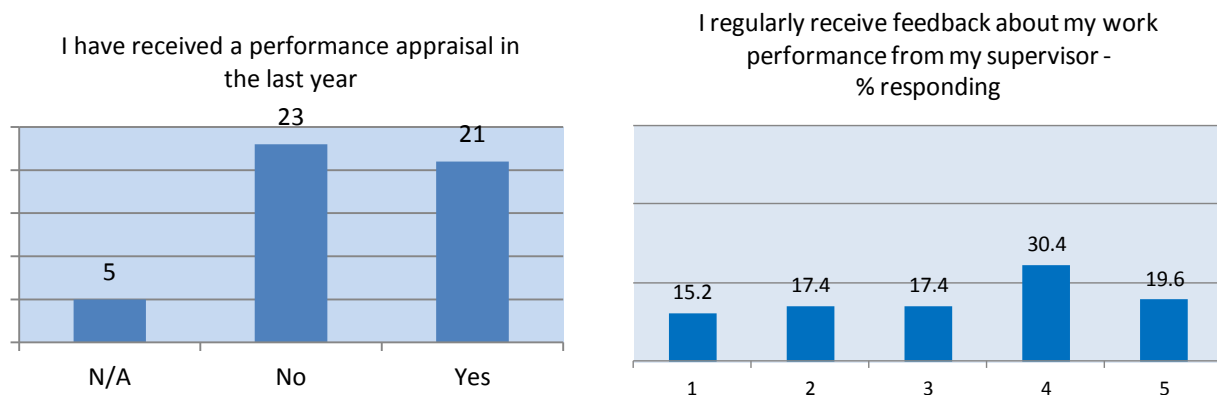
PERFORMANCE COMMUNICATION

Elections employees report only slightly positive perceptions of the performance feedback they receive at King County. Employees are the most positive when asked if superior performance is valued in their department and trend more moderate regarding the value performance appraisals provide. These are some of the more moderate scores from employees in this department.



About half of Elections employees received a formal performance appraisal in the last year; Elections' management confirmed that all employees should receive an appraisal each year. Although the sample size in Elections is small, it is important to note that employees who did receive a formal performance appraisal report more positive perceptions of customer service and the mission and goals of the department than do employees who did not receive an appraisal in the last 12 months.

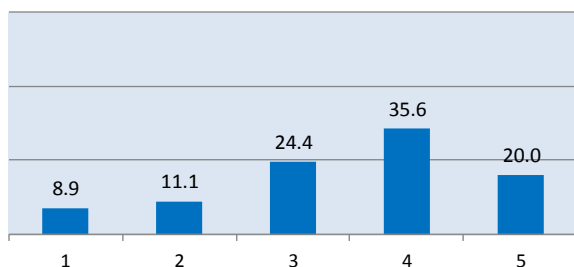
Independent of appraisals, when asked if they regularly receive feedback about their work performance from their supervisor, almost half of respondents report that they do not.



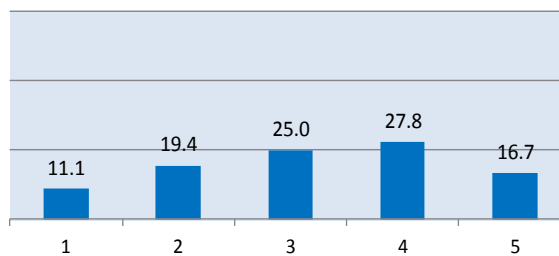
Just over half of Elections respondents believe that the feedback they receive is useful. Similarly, perceptions of the relevance of their last formal performance appraisal were mixed, with over half reporting neutral to negative scores in this category. While this might suggest that performance appraisal is not valuable at Elections, quite the contrary is found in an analysis of the data based on who had and who had not received an appraisal. As the table below clearly illustrates, those employees who have received an appraisal in the past 12 months are much more satisfied with every aspect of performance feedback than those who had not.

I received a performance appraisal in the last year	My job overall	I regularly receive feedback about my work performance from my supervisor.	The feedback I do receive helps me learn and improve.	My last performance appraisal provided me with relevant information about my performance.	Superior performance is valued in Elections.
Yes	4.10	3.60	3.65	3.75	3.75
No	4.09	2.78	3.22	2.50	3.87
Overall	4.09	3.16	3.42	3.19	3.81

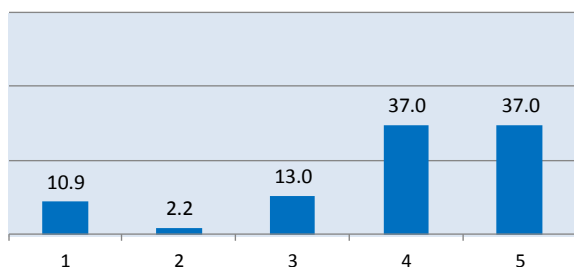
The feedback I do receive helps me learn and improve -
% responding



My last performance appraisal provided me with relevant information about my performance -
% responding



Superior performance is valued in my department -
% responding



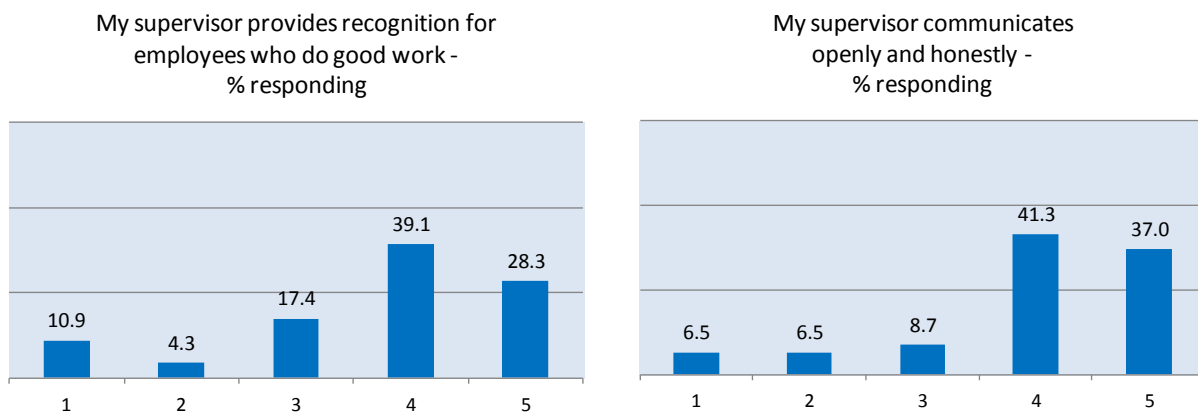
King County Elections employees overwhelmingly feel that superior performance is valued in the department, with almost three-quarters reporting solidly positive perceptions in this area.

SUPERVISION

Perceptions of supervision in King County Elections are moderately positive, with the most positive perceptions expressed regarding supervisors encouraging continuous improvement. Perceptions of King County Elections employees are higher than perceptions reported by King County employees across departments across each of the items measured in this section.

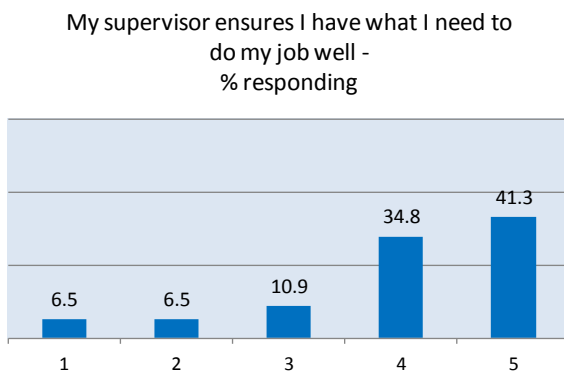
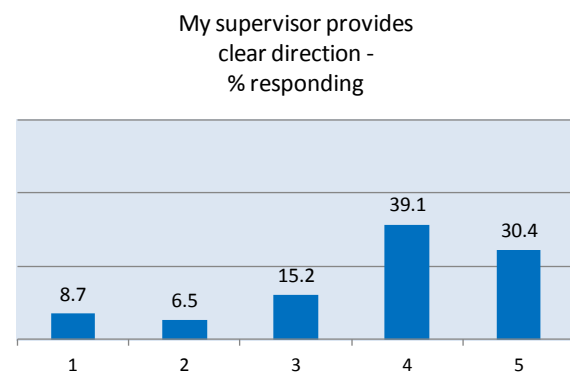
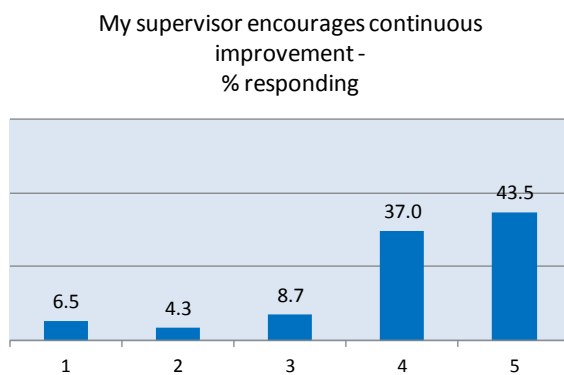


The distribution charts illustrate mixed responses regarding supervisors providing recognition for employees who do good work. While more than two-thirds of employees report strong perceptions of the recognition provided by supervisors, there is a higher number of neutral and negative responses when compared to other items measured in this study. By contrast, almost 80% of employees believe their supervisor communicates openly and honestly.



The vast majority of Elections personnel believe their supervisor encourages continuous improvement, but some are more moderate in their perceptions of clear direction provided by supervisors. Again, it may be important for Elections' leadership to better understand the one-third of responses who are less positive about direction to avoid future issues in this area.

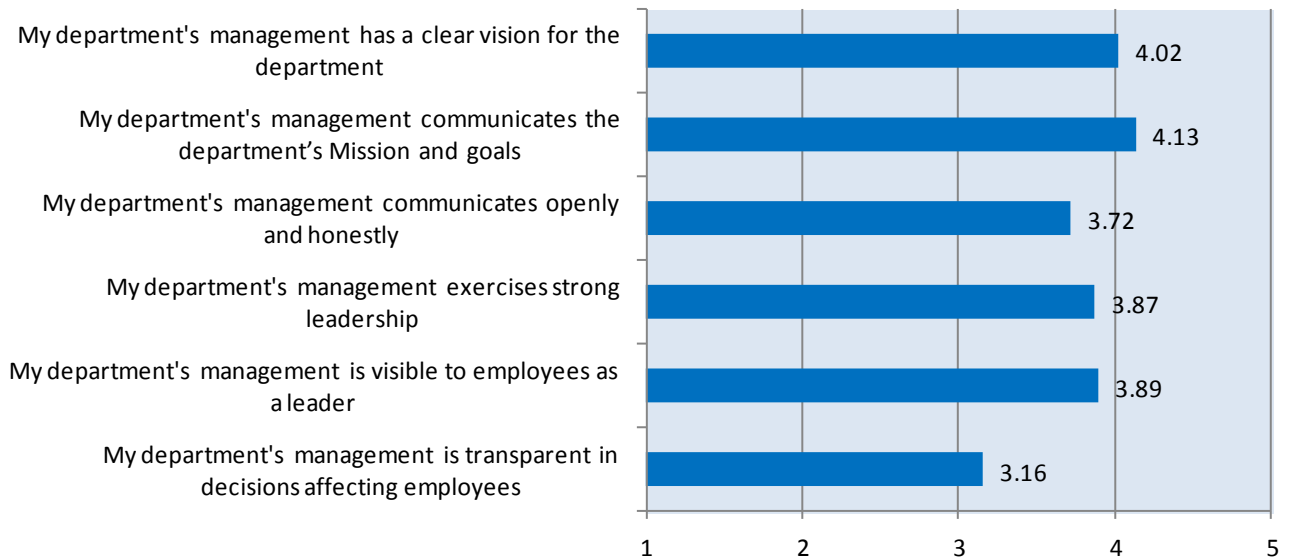
Interestingly, further analysis reveals that employees who have received a performance appraisal report much more positive perceptions of both recognition and clear direction, suggesting that the formal appraisal is an important venue for both activities and is well recognized as important by employees who receive them.



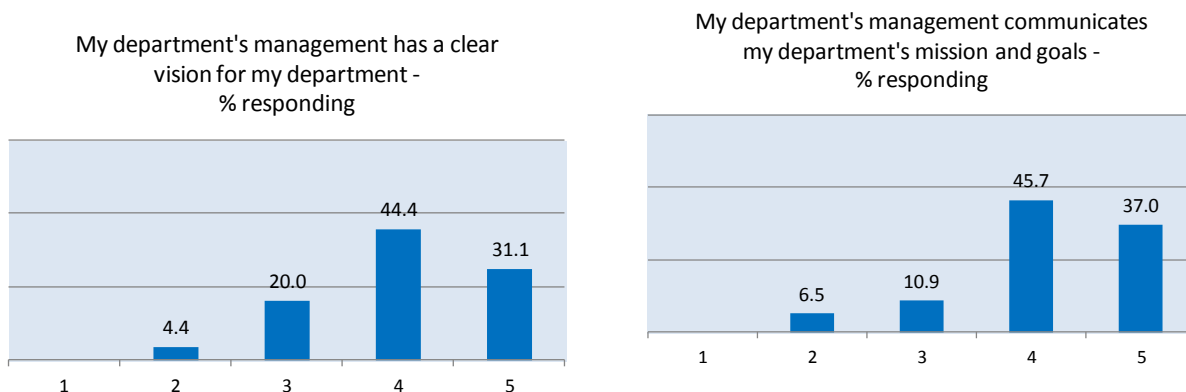
Finally, the vast majority of Elections respondents feel adequately resourced in order to perform work well.

MANAGEMENT

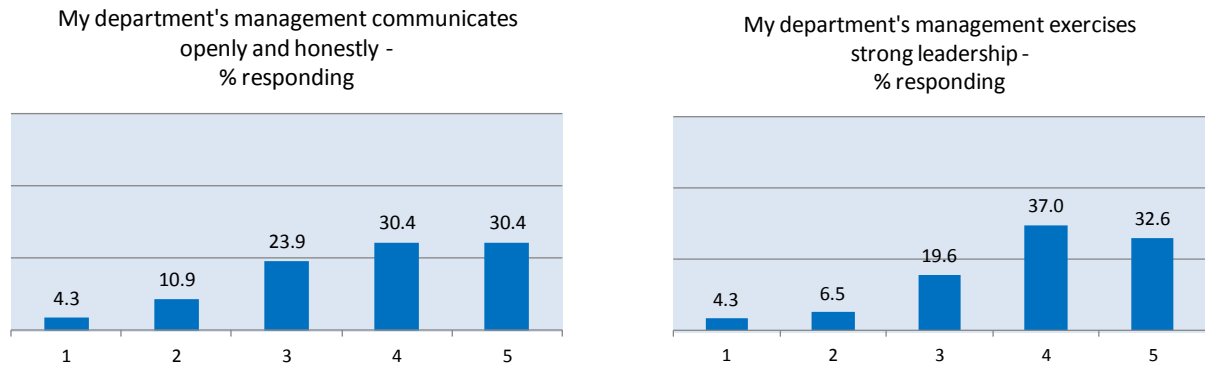
King County Elections respondents report positive to very positive perceptions of department management. Employees are the most positive about department management having a clear vision and communicating department mission and goals. These responses are much higher, often by almost a full point than responses received from King County employees overall. Interestingly, however, while employee responses are quite positive across items in this section of the survey, they are much less positive regarding department management's transparency in decision making.



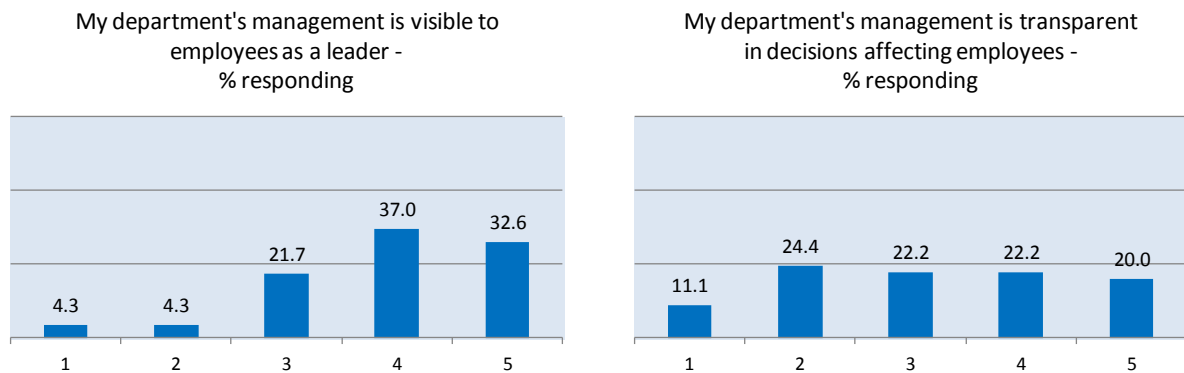
These distributions demonstrate that three-quarters of Elections respondents believe management has a clear vision for the department and communicates department mission and goals effectively.



Results are more mixed regarding management's willingness to communicate openly and honestly, with approximately 40% scoring this question in the neutral to negative range. However, two-thirds of respondents believe that management exercises strong leadership.



Finally, Elections employees are mostly positive about management's leadership visibility, but are more mixed regarding transparency in decision making, with over half reporting neutral to negative perceptions.



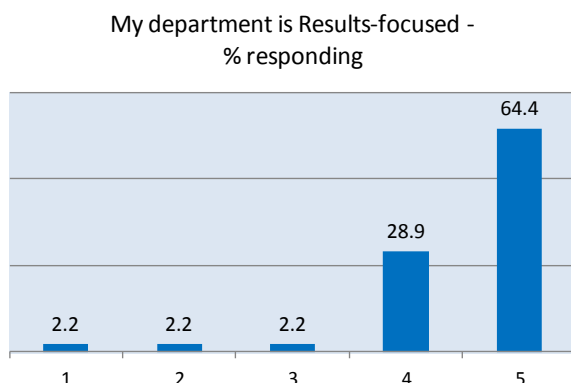
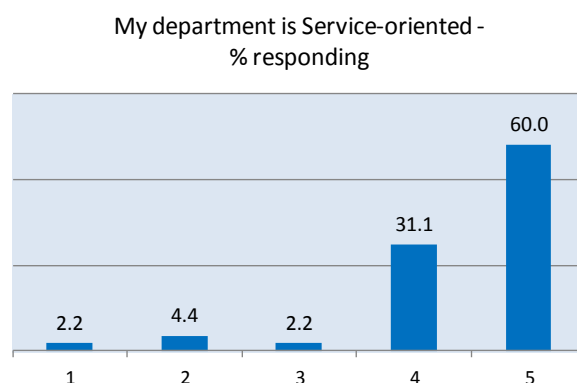
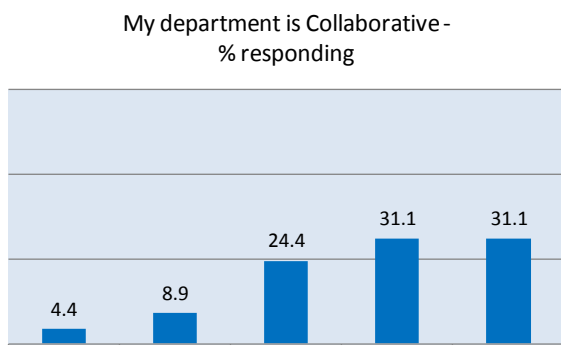
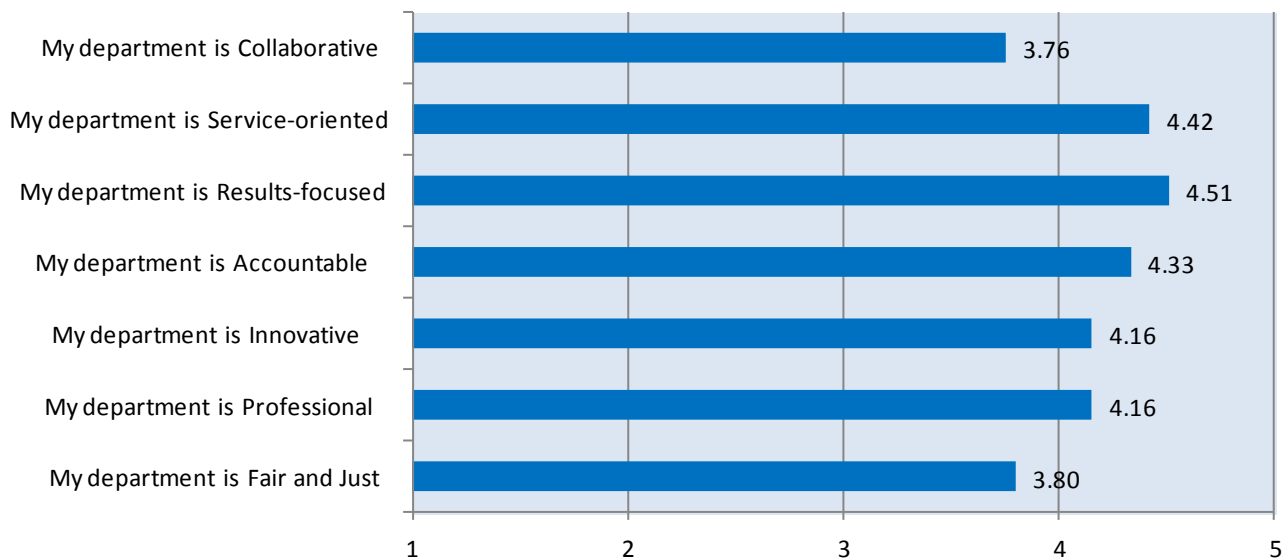
It should be noted that less positive perceptions of management are expected for this type of employee data. Management is often less connected to the day-to-day activities of employees. Additionally, they often must execute unpopular initiatives or policies, which can decrease employee satisfaction and engagement. In addition, transparency of decision-making, while of potential concern may be explained by management's inability to explain the rationale for certain decisions or changes. However, department leadership may wish to explore ways to better connect employees—when appropriate—to the rationale and County-wide benefit of certain decisions and changes.

However, that Elections' management are perceived so highly by Elections employees is both unusual for a study like this and is a testament to the effective leadership, positive connection, and proactive communication these managers have developed with their employees.

GUIDING PRINCIPLES

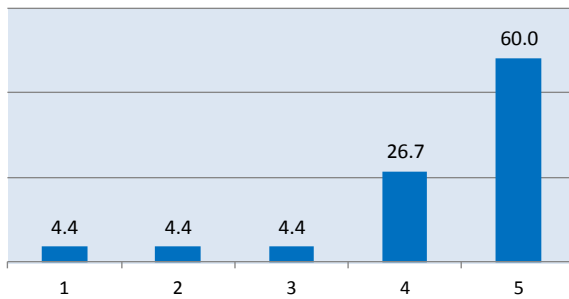
These results report the extent to which employees believe their department reflects King County's guiding principles. As the chart illustrates, employees in King County Elections are more likely to describe their department as service-oriented, results-focused, and accountable.

Collaborative and fair and just received a slightly lower mean, but still are somewhat positive. However, these responses are much higher than the King County overall responses and indicate that employees see Elections as very reflective of the values and principles of King County overall.

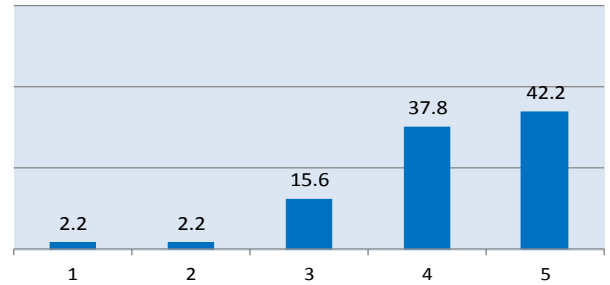


Responses relative to collaboration are mixed. Though almost two-thirds see Elections as collaborative, many are more neutral about this principle. However, the vast majority of employees see Elections as service oriented and results-focused.

My department is Accountable -
% responding

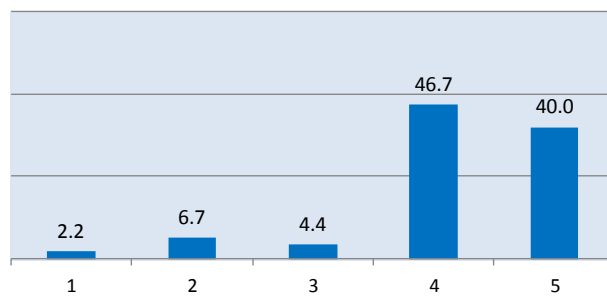


My department is Innovative -
% responding

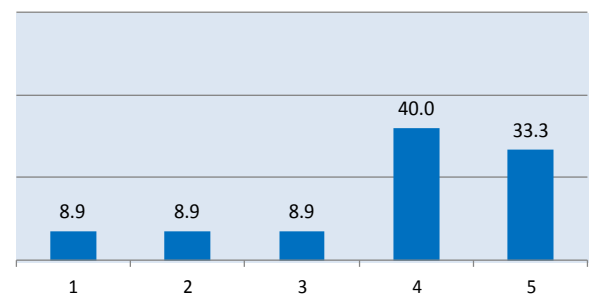


Similarly, the vast majority of Elections employees see their department as accountable, much higher than the King County sample overall. They are less positive about the department's innovation, but the vast majority of employees view the department's professional. Finally, and again quite distinct from the King County scores overall, most employees see their department as fair and just.

My department is Professional -
% responding



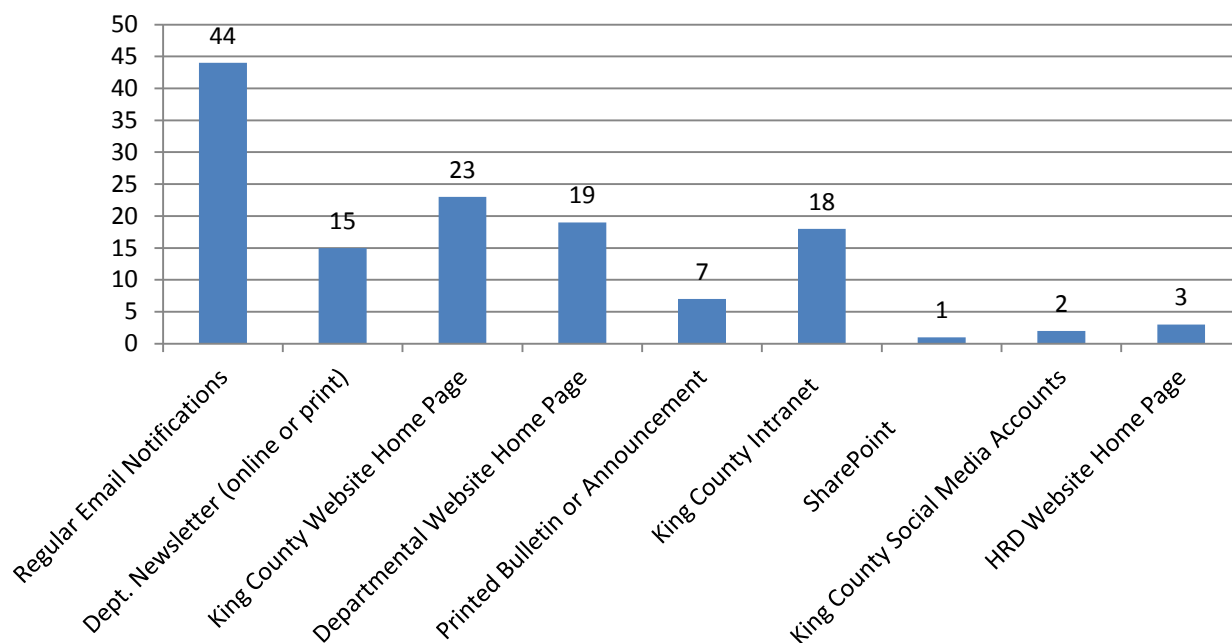
My department is Fair and Just -
% responding



Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings for King County overall, Elections employees prefer to receive information via regular email notifications. Respondents also rated the King County Home Page and their departmental site as the preferred method of communication.



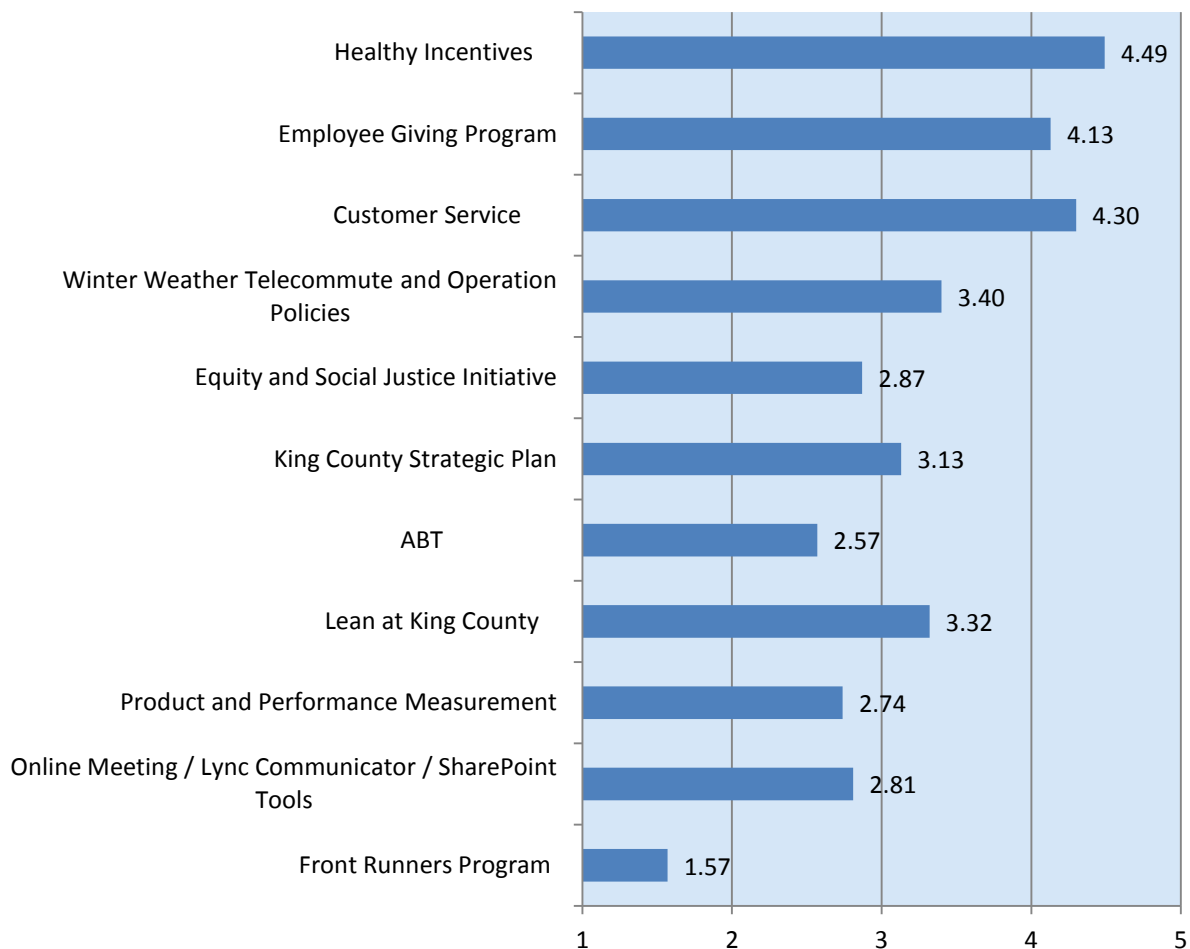
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Consistent with overall results, Elections employees are most familiar with the “Healthy Incentives” program and the least familiar with “Front Runners.” Interestingly, Elections employees are better informed about the Customer Service initiative, Lean, and IT collaborative tools.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



APPENDIX:
2012 King County Employee Survey
(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

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